

LEGAL PROFESSIONAL DEVELOPMENT AND ANTI-CORRUPTION PROGRAM (LPAC)

Monthly Report

July 2016



Memorandum of Cooperation Signing Event (July 20, 2016)

USAID and University of Liberia, Louis Arthur Grimes School of Law (From left to right)

USAID Mission Director, Dr. Anthony S. Chan, President of the University of Liberia, Dr. Emmet A. Dennis and Dean of the Law School, Professor T. Negbalee Warner.

This publication was produced for review by the United States Agency for International Development.

It was prepared by Checchi and Company Consulting, Inc.



Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)

MONTHLY REPORT – July 2016

Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)

August 10, 2016

Submitted by:

Donald Cinnamond
Chief of Party
USAID-LPAC Program
dcinnamond@checciconsulting.com

Implemented by:

Checchi and Company Consulting, Inc.
Contract No.: AID-OOA-I-13-00034
Task Order No.: AID-624-TO-15-00003

DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

CONTENTS

| | |
|--|-----------|
| PROGRAM OVERVIEW | I |
| PROJECT ACTIVITIES | I |
| COMPONENT A: STRENGTHENING LEGAL PROFESSIONAL DEVELOPMENT INSTITUTIONS IN LIBERIA | 2 |
| Component A.1 - James A.A. Pierre Judicial Institute (JI) | 2 |
| Component A.2 - Louis Arthur Grimes Law School (Law School) | 3 |
| Component A.3 – Liberian Legal Information Institute (LiberLII) | 7 |
| Component A4 – Liberian National Bar Association (LNBA) | 8 |
| Component B - Liberia Anti-Corruption Commission (LACC) | 10 |
| GENERAL | 13 |
| CROSS-CUTTING ACTIVITIES AFFECTING ALL COMPONENTS | 14 |
| LOOKING AHEAD | 15 |
| Judicial Institute (JI) | 15 |
| Louis Arthur Grimes School Law School (Law School) | 15 |
| Liberia Legal Information Institute (LiberLII) | 16 |
| Liberian National Bar Association (LNBA) | 16 |
| Liberian Anti-Corruption Commission (LACC) | 17 |
| ATTACHMENT A: 30-60-90 DAY CHART, YEAR I | 18 |



Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)

PROGRAM OVERVIEW

The Legal Professional Development and Anti-Corruption (LPAC) program is a five-year intervention which is USAID/Liberia's primary formal justice sector program. Its design addresses two fundamental challenges to Liberia's development as a state following the rule of law, namely: (1) increasing the capacity of Liberia's legal institutions to produce an increased number of high quality judges, magistrates, prosecutors, public defenders, lawyers and other law-trained actors to maintain an effective legal system; and (2) reducing corruption that undermines that system.

LPAC consists of two components:

- **Component A** supports development at four legal education, information, and professional institutions—the Judicial Institute, the Law School, LiberLII, and the LNBA—with the ultimate aim of making those institutions financially and administratively sustainable and able to operate effectively with minimal international donor support. LPAC's support includes direct technical, managerial and financial-capacity building and formal training with the purpose of fostering a robust, well-trained and competent legal profession.
- **Component B** supports Government of Liberia (GOL) efforts to increase its capacity to prevent, investigate, and prosecute corruption, including within the justice sector, and to educate the public regarding the fight against corruption in Liberia. Under this component, LPAC provides technical assistance, capacity development and support to LACC and also supports the Ministry of Justice (MOJ) with respect to coordination with LACC, civil society and media organizations engaged in anti-corruption initiatives. LPAC support to the LACC also includes enhancing organizational structures and systems promoting education, outreach and prevention activities to assist the LACC in its anti-corruption leadership and coordination roles.

PROJECT ACTIVITIES

This is LPAC's Monthly Activities Report for July 2016. Bullet summaries are aligned to activities approved in the Year One Inception/Work Plan. The narrative of progress is reported in keeping with coded objectives and activities as described in the project inception report. Annexed to this report is "Attachment A," a progress chart in tabular form reflecting results accomplished as a result of activities carried out.

COMPONENT A: STRENGTHENING LEGAL PROFESSIONAL DEVELOPMENT INSTITUTIONS IN LIBERIA

Component A.I - James A.A. Pierre Judicial Institute (JI)

Objectives: The JI has sustainable capacity to support an accountable judiciary that instills increased trust in Liberia's formal justice system. To achieve sustainability, it will be necessary for the Institute to obtain reliable funding from the GOL and better manage its scarce resources.

- **Activity 1.1 – Board governance:** LPAC worked with JI leadership and Board to understand the fundamentals of sustainable training institutes as they pertain to the JI. The Board established a sub-committee chaired by the new Law School Dean to review the bylaws drafted by LPAC. The proposed bylaws define the Board's, purpose, requirements for membership, how meetings should be conducted, and how often meetings will be held. As a result of this process, the Board decided to align the bylaws with the proposed *Act Amending Title 17 of the Revised Code of Laws of Liberia* that officially establishes the James A. A. Pierre Judicial Institute. The bylaws sub-committee was charged with reviewing the proposed Act make sure the bylaws and Act are compatible. The Board also decided to reinvigorate efforts to get the Act considered this year.
- **Activity 1.2 – Mission analysis and strategic planning:** LPAC worked closely with the Research Department to review their mission and explore reorganizing the work of the Research Department. A new vision for court research was developed and subsequently presented to the Judiciary Committee for Advancing Court Administration (JCACM). The new model would integrate a variety of disconnected activities within the Court under a centralized integrated court research unit. Further discussions of this concept will be explored at the JI Workshop scheduled for the second week in August. LPAC worked closely with JI to plan the Workshop devoted to finalizing the annual work plans.
- **Activity 2.3 – Quarterly Judges' Training Program (QJP):** LPAC is working to improve the sustainability of this important program while improving the planning process and learning outcomes. It was agreed to suspend the planned August event and work towards the developing a plan for October that would include collaboration with INL and possibly other donors. By moving the date, LPAC and JI will have adequate time to work with the National Association of Trial Judges (NATJ) to determine highest priority needs, identify international speakers, and network with other potential donors.
- **Activity 2.3 – Public Defenders Training Program (PDTP):** Met with INL/PAE to discuss collaborating on the proposed PDTP scheduled for August 1-5, 2016 in Buchanan, Grand Basa County. PAE agreed to provide partial funding to support PDTP, LPAC took the lead in working with JI on the program agenda. The proposed program will provide 34 public defenders with needed training on: *The Role of Public Defenders in the Fight Against Corruption, Review of the Public Defender Reporting System, Plea Bargaining and the Current Status of Pre-Trial Detention, Preparation of Legal Memorandum, Jury Instruction and Briefing, Appellate Procedure and Practice, Trial techniques all Defense Lawyers Ought to Know in Criminal Trials, The*

Defense Lawyers' Demeanor in Court before Judge, Jurors and Interactions with Court Staff, Evidence and its Relevance, and Teamwork, Coordination, Networking and their benefits in Criminal Proceedings.

- **Activity 3.2 - Court management curriculum:** LPAC continued discussions around the *International Framework for Court Excellence* and introduced the concept of model case management/court performance time standards. Met with IDLO to update them on LPAC efforts to initiate a court management working group and to integrate performance standards and measurement into court reform activities. Agreed to collaborate on mutually related activities and to have IDLO join the JCACM on a regular basis.
- **Activity 4.1 – Financial management training:** To address the JI's lack of capacity in financial and budget management, LPAC advisors reviewed JI's funds disbursements and reporting practices; and began to address weaknesses. Began preparing technical training for JI's Finance Officer, and conduct the budget planning, preparation, justification and documentation basic course based on the GOL's environment. Continued with on-going coaching/mentoring engagements to bring Finance Officer up speed prior to the upcoming training.
- **Activity 5.2 - HR: training and development:** Coached JI's Research Unit to begin incorporating the Management Action Plans for unit into one Annual Work Plan document. Held meetings with the JI Administrative Assistant to begin strengthening core administrative systems beginning with the modification of staff job descriptions.
- **Activity 8.3 - Monitoring and evaluation (M&E):** Began collecting and assembling information to create a demographic map of the Liberian courts system.
- **Issues and Constraints:** None at this time.

Component A.2 - Louis Arthur Grimes Law School (Law School)

Objective: An institution that consistently obtains outside sources of funding to pay for programs, materials and activities that better prepare young lawyers.

- **New Law School Dean:** On July 1, 2016, Professor T. Negbalee Warner was installed as the new Dean of the Law School; and at his transition meeting with faculty on the same day, Dean Warner declared that he will immediately start working with LPAC to finalize the Memorandum of Cooperation (MOC) and Work Plan – and to focus the new administration on *people, partnerships, process, and technology*.

The Dean also highlighted his key priorities (to commence immediately): (1) implementing the school's new curriculum; (2) supporting the textbook writing and stipend programs; (3) supporting implementation of technology development and internet access; (4) promoting scholarly writing and support to the law journal; (5) faculty development, including encouraging a collegiate atmosphere for professors and students; and (6) support for alumni development and outreach programs.

- **Activity A.2.a.1 – MOU entered into by the Law School and USAID:** On July 20th, the USAID Mission Director and President of the University of Liberia, signed the final USAID/Law School MOC and work plan that prioritizes LPAC funding commitments and programs to support the Law School.
- **Activity A.2.a.2 – Assistance with procurement of internet connectivity.**
 - During his remarks at the MOC signing ceremony, Dean Warner outlined major ICT and internet connectivity challenges of the Law School; and his commitment to immediately start working with LPAC to deliver information and computer technology (ICT) programs and activities identified in the MOC and work plan.
 - The Dean encouraged LPAC to explore opportunities for synergy with the University of Liberia on technology improvements. To that end, LPAC initiated joint meetings with the University's ICT Director to discuss planned improvements to the UL computer lab.
 - Following the MOC signing ceremony, Dean Warner escorted the USAID Mission Director on a tour of the Law School facilities, and upon noticing the limited computer and internet capabilities at the lab and law library, the USAID Mission Director indicated his commitment to including the Law School as part of an upcoming USAID coordinated *Google University Initiative* that is soon scheduled to deliver improved ICT technology and internet connectivity expansion programs to the larger University of Liberia campus.
- **Activity A.2.a.3 – Staff Capacity Building:**
 - **Administration and Financial Systems:** In response to the appointment of the new Dean, LPAC's Administration and Financial Systems Specialists re-started work with the Executive Assistant to the Dean to review staff HR files; and to deliver capacity development interventions with the school's other administrative and management staff. The Specialists conducted a series of meeting with the Law School Administrator and Administrative Assistant in July and secured the cooperation of the Executive Assistant to review staff administrative files. The Executive Assistant also requested help to review existing administrative and HR systems, and to align them with existing UL programs.
 - **M&E reporting Systems:** With consent from the new Dean, and in coordination with the Law School's Executive Assistant, LPAC started work to bring oversight programs into alignment with University of Liberia (UL) existing programs, including developing institution-wide M&E indicator targets and evidence-based reporting systems. (Note: "Re-alignment with UL programs" is a new direction only recently made possible by



USAID Mission Director Anthony Chan and Dean T. Negbalee Warner discussing ICT improvements at the law school's computer lab.

the appointment of Dean Warner at the Law School.)

- **Automated student registration and records management systems:** LPAC worked with the Chair of Admissions and Records Committee, and the Law School Registration and Records Manager, to assess the defunct ABA-ROLI student registration system and equipment; and to identify student registration and administration data requirements to build an automated system using MS Access database software. Unlike the previous system (built using proprietary software - FileMakerPro11) that was costly to update, and virtually impossible to develop and maintain using local programmers, MS Access is a robust relational database system that is readily known to Liberian programmers and can be sustained as part of LPAC software licensing that can be included as part of the upcoming ICT procurements. (Note: The MS Access database development process will establish the programming building blocks to extend the system to LNBA to help manage lawyer admissions, dues and CLE participation.)
- **Activity A.2.b.2 - Fundraising and Outreach Plan Established:** With approval from the Dean, LPAC developed a position hiring announcement and re-initiated recruitment efforts to identify a suitable candidate for the Fundraising and Outreach Coordinator. The position will later be integrated into the Law School's administrative staff as the Director of Development.
- **Activity A.2.c.1 – Public Service Scholarships:**
 - LPAC continued work with the public service scholars – mentoring them, supporting their academic programs, and securing their other scholarship commitments, including support to the newsletter, law journal and alumni outreach projects.
 - With testing for admission for the new academic year completed, LPAC will work with the Dean and the Chair of Admissions and Records Committee to initiate public service scholarship recruitment actions for the next academic year.
 - The UNMIL Rule of Law Section had committed to co-sponsor the Public Service Day event with the Law School – however, one week prior to the event they abruptly withdrew their funding commitments – forcing a cancellation of the event.



Student Legislature confirms a Public Service Scholar and others to serve as election commissioners.

- **Activity A.2.d.2 - Plans for Implementation of the New Curriculum:** During his address to faculty and students on Friday, July 8th, the new Dean stated that his priority will be “*to implement the new Faculty-Senate approved curriculum and to encourage a collegiate atmosphere at the Law School for professors and students.*” As a result of this new priority, LPAC has already begun work with the Dean and Curriculum Committee to design and implement realistic plans for implementing the new curriculum (and textbooks) next academic year.
- **Activity A.2.e.2 – Law Journal:**
 - LPAC and the law journal editorial staff continued: (1) final editing of the selected articles to be included this month in the law journal; (2) initiated procurement actions to select a local publisher; and (3) developed a common folder of selected articles to be edited in coordination with faculty advisors. Final procurement of the publisher was completed during the first week of July, with the publication of the law journal now anticipated in the late August or early September timeframe.
 - LPAC met with the Dean who stressed the importance of scholarly writing; stated that he wants to see research and publication become an important part of Law School programing; and that he would support efforts to develop the law journal by enlarging student and faculty research and writing opportunities. The Dean also declared that writing and publication by faculty will be taken into account in future appointments and promotion decisions; and that new and current professors will be required to regularly produce journal publishable articles as a condition of their continuation on the faculty of the Law School.
 - Under the auspices of the law journal, and at the request of the Faculty Advisor, LPAC requested proposals from local consultants to deliver a series of editing workshops for students and professors; and to work with the editorial board to develop standards and conventions for the law journal. LPAC expected to complete scope of work definition, and submit the request for local STTA hiring authority to conduct the workshops, by the end of August.
- **Activity A.2.e.3 - Support for the textbook writing program:**
 - Dean Warner outlined his vision of having all first year course textbooks developed using Liberian cases and materials, and written by faculty not later than the end of the next semester.
 - The Dean also indicated his commitment to start working immediately with LPAC and a new Textbook Writing Committee to develop and implement the writing stipend program – focusing on professors he has already identified as agreeable to start writing new texts on Civil Procedure, Criminal Law (Part II), Property Law, and Legal Research and Writing.

○ **A.2.e.5 – Newsletter Development: Issues and Constraints:**

- LPAC received proposals on the newsletter design, layout and cost from three publishers; and in coordination with the newsletter development team, continued to obtain excerpts and photos from contributors for a *Tribute to the Outgoing Dean*, *Welcoming Message to the New Dean*, and update information for the newsletter's new *Moves, Honors and Promotions* section.
- Final student-produced articles were compiled and posted to a common Google drive folder to permit shared editing prior to submission to the publisher in August.

Component A.3 – Liberian Legal Information Institute (LiberLII)

Objective: LiberLII is fully self-funded by the end of Year 4 and is able to facilitate electronic production and publication of legal materials.

- **General:** LiberLII's Executive Director tendered her resignation effective August 10th and on July 30th, LiberLII's Board of Directors held a meeting to discuss the transition plan to a new Executive Director. During the meeting, the Board agreed as follows: (1) the current Production Specialist at LiberLII will be the Acting Executive Director; (2) LPAC will develop the terms of reference for the announcement for the permanent Executive Director; and (3) the Board will begin to focus on sustainability at the next meeting including options to have LiberLII transition into a "program" under the auspices of the law school.
- **Grant Administration Milestones:**
 - LPAC awarded a new grant with LiberLII that will cover April – September 2016. The new grant focuses on sustainability, improved management activities, migration to AfricanLII to improve reliability of the website, and tangible milestones that are directly tied to future grant payments.
 - During the month of June, LiberLII was required to meet the following milestones: upload 50 documents to its website and raise \$2,000 from other sources than USAID. Unfortunately, LiberLII was unable to meet these two milestones as required by the end of June. At the request of LPAC's COR, LPAC agreed to grant LiberLII an extension to upload the requisite documents, which was finally completed on July 15th. LPAC also granted an extension until September 30th for LiberLII to raise the additional \$2,000.
 - Additionally, LiberLII appears to have completed two grant milestones during the month of July: (1) LiberLII's Board approved financial policies that now bring LiberLII into compliance with Liberian law; and (2) LiberLII uploaded an additional 20 documents including clearing all 2015 documents from their inventory. LPAC was present during the Board's approval of the financial policies, and LPAC M&E staff are working to verify the uploaded documents in order to submit both claims for grant payment in August.

- Finally, given the change in leadership, the Board of Directors, LiberLII and LPAC are discussing options to modify the current grant agreement to postpone the milestones associated with the transition to AfricanLII until a permanent Executive Director can lead and manage the transition, training and marketing plans.
- LPAC and LiberLII's Executive Director met with Director of Liberia Media for Democracy Initiatives (LMDI) to discuss potential cooperation in assisting LiberLII to further develop its fundraising and marketing activities to meet upcoming milestones of the grant that require LiberLII to raise \$5,000 by the end of September. Although the Director of LMDI didn't see any short term opportunities to aid LiberLII in raising funds, the Director does believe LiberLII can take advantage of LMDI's network to build awareness of its product which could eventually create opportunities to partner with corporate entities.
- **Activity A.3.a.2 - Staff capacity building:** Continued on-the-job (OJT) capacity building and technical assistance for LiberLII including the following:
 - Coached and mentored LiberLII's Finance & Admin Assistant to roll out financial reporting policy and procedures, and to strengthen the organization's documentation and filing system.
 - Completed LiberLII's procurement & assets management policies and standard operating procedures. Also guided LiberLII Executive Director to develop a staff bi-annual performance plan.
- **Issue/Constraints:** As stated above, the LiberLII's Executive Director tendered her resignation, and during the month of July, LiberLII terminated the contract of the Fundraiser for failure to meet his contractual obligations. Although LPAC anticipates short-term adjustments due to these changes in personnel, such as delaying the transition to AfricanLII, LPAC does not see any long term constraints.

Component A4 – Liberian National Bar Association (LNBA)

Objective: To raise the performance of the LNBA to ensure that it is a professionally run bar association capable of promoting and enforcing the highest standards for legal professionals throughout Liberia; and which will require the LNBA to develop innovative ways to raise funds from external sources, and use existing resources more effectively, while providing relevant benefits to its members.

- **General:**
 - The Executive Director notified LPAC that she is resigning effective August 1st. However, given the lack of initial cooperation and the ongoing efforts to hire a new Executive Director/Fundraiser, LPAC does not anticipate any complications or delays in programming as a result of this personnel change.
- **Activity A.4.a.2 - Staff Capacity Building:**
 - Met with the Executive Committee's Secretary General (SG) who stated his priorities for LPAC to work with Secretariat staff: develop an organizational chart; reorganize staffing structures based on "best practices"; establish an LNBA website and internet

system; develop terms of reference of each staff; develop office and procedural manuals; and develop a database of LNBA members.

LPAC has confirmed that each of these priorities match with a targeted MOC work plan activity and have begun work as follows:

- Commenced working with the secretary of LNBA secretariat (the administrator is reportedly critically sick) on the development of the organizational chart of the association and modification of staff terms of reference.
 - Conducted an assessment of the LNBA's financial management practices to obtain an overview of its operations.
 - Reviewed the administrative files of LNBA and mapped out existing practices.
 - Reviewed the existing library systems of the LNBA.
- **Activity A.4.b.1 - LNBA Executive Director/Fundraising Coordinator:** After discussions with LPAC, LNBA's President and Executive Committee agreed to expand qualifications for the LNBA Executive Director/Fundraising Coordinator position to include persons with advanced management and administration degrees, and for those with prior program management experience.
- LNBA's decision to now look for a "manager" (and not simply a "lawyer") to fill the Executive Director Position is a major step forward in their understanding of the importance to be attached to the position to ensure that LNBA can effectively move forward on pro bono and continuing legal education programs.
- Following this decision to expand the qualifications for this position, LPAC and the LNBA held several rounds of interviews and have narrowed the search to three final candidates. This recruitment will be finalized in August.
- **Objective A.4.c - LNBA is able to effectively and efficiently develop Continuing Legal Education (CLE) courses:**
- The LNBA Executive Committee has approved an outline of steps to adopt a mandatory continuing legal education system. However, the Executive Committee convened a meeting with the CLE Committee to initiate program planning activities and the acting chair did not show up. The Executive committee is working to appoint another member of the committee to lead this project but the Committee remains inactive.
 - LPAC and the LNBA held the first round of interviews for the Legal Aid/CLE Manager position. Unfortunately, no suitable candidate was identified. LPAC and the LNBA will re-post the announcement and continue the recruitment.
- **Issue/Constraints:** Although the LNBA has been more engaged in discussions on LPAC activities, restructuring the Secretariat, and adopting administrative and financial policies, the CLE Committee has yet to take any concrete steps to implement the work plan for the MOC and has been inactive since December 2015. LPAC will be meeting with the President of the LNBA to again state that such a lack of activity threatens LPAC's future support to the LNBA.

Component B - Liberia Anti-Corruption Commission (LACC)

- **Activity B.1 b - Support implementation of the Capacity Building Plan (CBP).**
 - Updated the previously submitted CBP to reflect priorities of the recently signed MOC and work plan; and submitted the revision to the LACC Board of Commissioners for review.
 - LACC Program Managers met with LPAC to review the MOC work plan and prioritize 4th quarter actions.
- **Activity B.2.a - Provide technical assistance and training in investigative techniques:**
 - Continued work to refile the *Financial Investigation Course*, and started working with LACC's Education and Prevention department to develop lesson plans and materials for a *Money Laundering* training module to be included in the *Financial Investigations Course*.
 - Continued to work on development of an investigation plan/SOPs for new complex corruption cases. Expected completion of this activity is in early August 2016.
 - Completed and submitted an SOP manual for LACC investigators and MOJ prosecutors, under the subject of, "*Using Information and Analysis to Fight Corruption in Liberia*" and develop complementary curricula and course planning for joint MOJ prosecutor and LACC Enforcement Division training workshops based on the recently published *Using Information and Analysis to Fight Corruption in Liberia Manual and Standard Operating Procedures*. Training on these products is scheduled to take place in August 2016 timeframe.
 - Submitted to the BOC and Enforcement Division a document entitled *Financial Investigation Strategy* to the Executive Chairperson and Enforcement Division for review. Appropriate training programs will follow after approval by LACC Executive Board. LPAC will continue to seek LACC's concurrence on the strategy and proposed training programs, then undertake subsequent implementation actions in coordination with program managers.
 - Resubmitted the *Using Criminal Investigation Procedures to Fight Corruption SOP* to the Board of Directors for review and action. Further implementation actions and support by LPAC for this activity will depend on LACC's acceptance and adoption of the SOP.
 - Prepared the RFP for the *Financial Investigations Course*, and established contacts with the Liberia Revenue Authority (LRA) and Financial Intelligence Unit (FIU) to open the course to them.
 - Continued to develop lesson plans and materials for a *Money Laundering* training module that will be delivered after completion of the *Financial Investigations Course*.
 - Continued to work toward completion of the Criminal Investigation and Prosecution Manual/SOP. Key focus areas for this segment is: *Analysis of the Legal Framework* and *Procedural Laws*.

- **Activity B.2.b - Develop Guidelines and Standardized Operating Procedures (SOPs):**
 - Continued work to complete the *Investigation and Prosecution Guidelines and SOP* in coordination with Activity B.2.a.
 - LACC's BOC notified LPAC that they are taking action to appoint a work group to review and implement the instruction guidelines and SOPs concerning access-controls, and security of investigations and classified documents (originally submitted in December 2015). LPAC will work to confirm how, and when this working group will start.
- **Activity B.2.c - Support legislative drafting:**
 - LPAC advisors continued monitoring the legislative progress of recent laws offered to establish regional corruption courts and amendments to the Corrupt Offense Act.
 - Continued to track the legislative progress of bills proposing to establish regional corruption courts, and to amend the Corrupt Offenses Act.
 - Developed contacts with the Liberian Senate to follow-up on the appointment of a new committee to re-initiate activities concerning the "Corruption Court", amendments to the "Corrupt Offense Act" and "LACC Act". LPAC advisors continued the weekly follow-up and update of record of development on this activity.
 - LPAC continues to support LACC's on-going efforts to establish public forums around the country to discuss both bills, and the impact of the legislation on LACC anti-corruption and prevention programs and activities. Discussions with LACC's Education and Prevention Department suggest that public seminars to discuss implication of the new law could start in late August 2016.
 - LPAC advisors continued the deliberations with LACC officials and key legislators to move forward with planned public discussion forums for proposed regional corruption courts; amendments to LACC prosecution authorities; and amendments to the Corrupt Offenses Act.
- **Activity B.3.a - Foster cooperation between LACC and Ministry of Justice (MOJ) to effectively prosecute corruption:**
 - Continued working with MOJ prosecutors to develop indictments on previously submitted LACC final investigation reports.
 - Continued a case study to understand LACC's rationale for failing to comply with a final Supreme Court order issued in January 2015 directing that a major corruption case be returned for immediate prosecution and trial; and working with both LACC and MOJ to ensure that the case is returned to the "trial track" immediately.
 - Confirmed that MOJ does not have a case tracking system to identify and track LACC investigations referred for prosecution. LPAC continues working with both entities to build a uniform case numbering and tracking system, and a reporting system to effectively manage cases.

- **Activity B.3.b - Build capacity of prosecutors:**
 - LPAC will not participate in the MOJ prosecutors' quarterly training because the contents for these sessions are mainly directed toward law enforcement officers and have limited anti-corruption topics of relevance to LACC activities.
 - Continued development of the *Prosecutors Manual/SOP*.
 - Continued to monitor and evaluate major corruption prosecutions arising from the recent Global Witness report; and to evaluate the legal procedures and investigations framework surrounding these cases – the objective is to integrate key finding into the upcoming *Prosecutors Manual/SOP*.
- **Activity B.3.c - Strengthen coordination between enforcement agencies:**
 - Continued supporting a joint MOU between LACC and LRA to unify investigation procedures and reporting systems; working to develop unified guidelines and SOPs; and to coordinate joint administrative and capacity building training programs.
 - Continued coordinating meetings between LACC and LRA to negotiate the final MOU; and started working with both entities to develop unified procedures for sharing asset declaration information.
 - Continued work to refine an *Ethics and Code of Conduct Training Plan* that will be used by LACC to support Liberia National Police Academy TOT programs. **LPAC Advisors will not be involved in the actual police training.**
 - Initiated contacts with the Financial Intelligence Unit (FIU) and Liberia Revenue Authority (LRA) to explain the upcoming *Financial Investigation Course* to be offered in September; and supported LACC's Education and Prevention Division efforts to identify and integrate FIU and LRA training requests into the *Financial Investigations Course*.
- **B.4.a - Support LACC with the development of a Public Outreach and Communication Strategy and Plan:** Resubmitted LPAC's proposed public outreach and communications strategy/plan (previously submitted last fall) to the Executive Chairperson for review and action. Pending final BOC approval.
- **Activity B.4.b - Facilitate LACC cooperation with Civil Society Actors and support CSO's Anti-Corruption Initiatives:**
 - LACC submitted a request to LPAC to support development of a joint workshop with CSOs to develop and support anti-corruption programs and activities. LPAC is now working with the Education and Prevention Division to develop proposed curriculum, workshop materials, training outcome performance measures, and a potential LACC grant application to support these future programs.
 - LACC submitted a draft proposal for a prevention initiative on the business process of registering vehicles at the Ministry of Transport. LPAC is working with the BOC to identify how LPAC can support this initiative.

- **Activity B.4.d - Support developing and implementing an effective Complaints Management System (CMS):** Continued discussion with the BOC about how to re-start the failing CMS system; considering possible grant programs with CSOs to build the initial complaint collection capacity.
- **Activity B.5.a - Support LACC leadership in corruption prevention activities:** Resubmitted LPAC's proposed CBP and other corruption prevention plans to the Executive Chairperson for referral and action by the BOC (several plans and recommendations have been submitted over the past several months with no action to date).
- **Activity B.5.c - Assist LACC with taking a lead in developing National Anti-Corruption Strategy and Action Plan:** Continued to work with the BOC and Education and Prevention Division to develop the *terms of reference*, and a small grant application to support a national corruption survey that will be used by LACC to develop their *2016-2020 Strategic Action Plan*.
- **Activity B.5.d - Support LACC anti-corruption leadership with GOL autonomous agencies:**
 - Completed the *Guideline Framework for a Liberian National Integrity System* and referred the framework to the Executive Chairperson and BOC for review and engagement with other agencies. LPAC will coordinate support for LACC initiatives in this area.
 - Developing Education and Prevention Division (EPD) training programs to initiate nation-wide anti-corruption and corruption prevention programs.
- **Issues/Constraints:**
 - LACC's Director of Investigations resigned, citing unresolved security concerns for investigators, and a lack of support for investigations from LACC's Executive Chairperson and the BOC.
 - LACC's Executive Chairperson and BOC continues to delay organizational reforms and programs identified in the HICD, and committed to in the recent MOC and work plan.

GENERAL

- **Memoranda of Cooperation (MOCs):** On Wednesday, July 20th, the USAID Mission Director and President of the University of Liberia signed the final USAID/Law School MOC and work plan that prioritize LPAC funding commitments and programs to support the Law School.
- **Hiring Actions:** LPAC continued local hiring actions to fill the vacant positions noted below:
 - **Judicial Training Specialist (LPAC/JI):** LPAC participated with JI leaders to screen candidates for the LPAC position (and a similar JI education training specialist position); however, no candidates were identified for either position. LPAC and JI are continuing to expand the recruiting pool of applicants.

Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)

July 2016 Monthly Activities Report

- **Grants Administrator:** LPAC is initiating action to recruit candidates – with interviews expected to be conducted in late August.
- **Anti-Corruption Coordinator (LPAC/LACC):** LPAC continued recruiting efforts in July – identifying and selecting a candidate during the first week of August. LPAC will be forwarding the request for hiring approval to USAID during the week of August 9th.
- **Anti-Corruption and Education Specialist (LPAC/LACC):** LPAC's approved candidate left Liberia 2-days prior to the start of the assignment. LPAC has selected another candidate to fill the position during the first week of August and will be forwarding the request for hiring approval to USAID during the week of August 9th.
- **Marketing and Fundraising Coordinator (LNBA):** LPAC and the LNBA held several rounds of interviews for the Executive Director/Fundraising position and have narrowed the search to three final candidates. This recruitment will be finalized in August.
- **Legal Profession Specialists (LPAC/LNBA):** LPAC and the LNBA held the first round of interviews for this position. Unfortunately, no suitable candidate was identified. LPAC and the LNBA will re-post the announcement and continue the recruitment.
- **Fundraising/Outreach Coordinator (LAGSL) –** LPAC received concurrence of the Dean on the job description and prepared a position hiring announcement for the position. Applications are expected by the end of August, and joint law school/LPAC interviews will follow shortly thereafter.

Cross-cutting Activities Affecting All Components

- **LPAC Project Office Lease:** LPAC negotiated and finalized an office lease with Atlantis Hotel Properties in Mamba Point – move date scheduled for September 1st.
- **USAID Donated Furniture, Equipment and a Vehicle:** LPAC accepted USAID donations of assortment of furniture, ICT equipment, and a Ford Escape vehicle from the USAID-GEMS project.
- **Gender:** Developed a scope of work, and short-term technical advisor (STTA) proposal to bring an international gender expert to evaluate *Gender in the Liberian Justice System*, with a focus on evaluating the curriculum and training programs at the JI and law school. The objective of the STTA training effort will be to evaluate, and elevate training programs to international best practices, and to increase participation rates by women (and other minorities) within the judiciary and law school. Training will also be offered too other LPAC counterparts. Final cost proposals are being developed, and LPAC expects to submit this STTA request to USAID by mid-August 2016 for review and approval.
- **Budgeting and Financial Management:** Developed a scope of work, and short-term technical advisor (STTA) proposal, to bring an international financial management expert to evaluate institutional budget planning and management practices at the JI and law school. The objective of the STTA training will be to evaluate, and elevate training programs to international best practices, and to develop budget planning programs and policies to improve budget administration practices at LPAC counterpart institutions. Final cost

proposals are being developed, and LPAC expects to submit this STTA request to USAID by mid-August 2016 for review and approval.

LOOKING AHEAD

Judicial Institute (JI)

- **ICT Procurements:** Meet with JI's Executive Director and Board of Directors to review the March 2016 *Final ICT Assessment Report*, and begin planning ICT equipment and software procurements consistent with the MOC and work plan.
- **Board Governance:** Board of Governor's has been rescheduled for August to review Bylaws and Proposed Act.
- **Mission Analysis and Strategic Planning:** JI Work Planning Workshop scheduled for August 11-13, 2016 has been rescheduled and will be conducted in the new LPAC office space at the Atlantis Hotel in Mamba Point in September.
- **Quarterly Judges' Training:** In coordination with the JI, establish a curriculum advisory committee with the National Association of Trial Judges (NATJ).
- **Public Defenders Training Program (PDTP):** Conduct, monitor and evaluate the PDTP scheduled for August 1-5, 2016 in Buchanan, Grand Basa County.
- **Court Management Curriculum:** Continue to lead discussions around the *International Framework for Court Excellence* and introduced the concept of model time standards.
- **Financial Management Training:** Continue capacity building with JI administrative staff.
- **HR: Training and Development:** Continue working with JI leadership and administrative staff on developing job descriptions.
- **Monitoring and Evaluation (M&E) Implementation:** Finalize Liberian Court system map. Continue monitoring PMTP trainers. Develop needs assessment plan.

Louis Arthur Grimes School Law School (Law School)

- **Memorandum of Cooperation and Work Plans:** Meet with the Dean upon his return from vacation to prioritize MOC and work plan activities consistent with his new administration policies.
- **Assistance with ICT and Internet connectivity:**
 - Meet with the Dean to review the March 2016 *Final ICT Assessment Report*, and begin planning ICT equipment and software procurements consistent with the MOC and work plan.
 - Realign final ICT report findings to ensure that ultimate ICT equipment and software recommendations support the larger UL ICT implementation and procurement strategies.

Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)

July 2016 Monthly Activities Report

- **Staff Capacity Building:** Continue to develop and improve systems and work-flow processes for the Law School administrative, HR, management, finance and procurement systems; and ensure that developed systems are fully integrated in the existing UL programs.
- **Plans for Implementation of the New Curriculum:** Work with the Dean, and Curriculum Development committee, to Support Law School's gradual identify two new (or restructured) core curriculum courses, and two elective courses, to be included in the course schedule for next academic year starting in late September 2016. Support curriculum development training programs for identified faculty and staff.
- **Public Service Scholarships:** Continue to mentor and support the scholars; and start recruitment and selection of new scholars for next academic year.
- **Law Journal:**
 - Support publication and distribution of the law journal.
 - Prepare a request for authorization of a local STTA to lead a series of legal writing/editing workshops; and to develop editorial standards and conventions for use by the law journal and faculty advisors.
- **Newsletter Development:** Support publication and distribution of the newsletter in August.

Liberia Legal Information Institute (LiberLII)

- **ICT Procurements:** Meet with LiberLII's Board of Directors, and Acting Executive Director, to review the March 2016 *Final ICT Assessment Report*, and begin planning ICT equipment and software procurements consistent with the MOC and work plan.
- **Grant administration:** Continue providing technical and program management assistance to LiberLII in order to ensure LiberLII meets August and September milestone requirements.
- **Recruitment for a replacement Executive Director:** Develop a position vacancy announcement, terms of reference, and a recruiting/interview plan to support LiberLII's Board of Directors actions to replace the departing Executive Director
- **Staff capacity building.** Continue on-the-job training and mentoring support for LiberLII's administrative and technical staff.

Liberian National Bar Association (LNBA)

- **ICT Procurements:** Meet with LiberLII's Board of Directors, and Acting Executive Director, to review the March 2016 *Final ICT Assessment Report*, and begin planning ICT equipment and software procurements consistent with the MOC and work plan.
- **LNBA Membership Automated Database:** Meet with the Executive Committee to identify database information and reporting requirements; initiate procurement actions for a local MS Access database developer; and procure one desktop computer and printer for

Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)

July 2016 Monthly Activities Report

the Secretariat's office (in advance of the ICT procurements above) to support data entry and administrative functions.

- **Staff Capacity Building.** Continue working with the Executive Director and staff to develop written internal administrative and financial policies at the Bar Secretariat.
- **Marketing/Fundraising Coordinator.** LPAC and the LNBA will finalize recruitment interviews and hiring actions for the Executive Director/Fundraiser position.
- **LNBA is able to effectively and efficiently develop Continuing Legal Education courses:**
 - Continue working with the LNBA's CLE Committee to develop rules, regulations, programs and training calendars for mandatory CLE programs. LNBA's first technical CLE workshop is scheduled for August 10th at the Mamba Point Hotel.
 - LPAC and the LNBA will continue the search for a Legal Aid/CLE Manager as the initial interviews did not reveal any qualified candidates.
- **The LNBA is able to effectively and efficiently implement a Pro Bono program that delivers quality services to the low income population.**
 - Work with the LNBA to finalize its proposal for a pro bono program and submit to USAID approval (grant proposal expected to be submitted to LPAC by mid-August).
 - LPAC and the LNBA will continue the search for a Legal Aid/CLE Manager as the initial interviews did not reveal any qualified candidates.

Liberian Anti-Corruption Commission (LACC)

- **Support Implementation of the Capacity Building Plan (CBP):** Pending LACC review and action of LPAC draft CBP plan, development of follow-on training and mentoring programs.
- **Provide Technical Assistance and Training in Investigative Techniques:** Initiate work to develop joint on-the-job training programs between LACC and MOJ.
- **Develop Guidelines and Standardized Operating Procedures (SOP):** Continue work to finalize the *Investigations and Prosecutors Manual and SOP*.
- **Support Legislative Drafting:** Continue monitoring pending laws referenced above.
- **Support LACC with the Development of a Public Outreach and Communication Strategy and Plan:** Conduct training with the Education and Prevention Department to develop a plan and annual training calendar (Training conducted on August 5th). Schedule of activities, and funding commitments are to be finalized by September.
- **Support Developing and Implementing Effective Complaints Management System (CMS):** Pending BOC review and approval of LPAC submissions. Meanwhile, LPAC is speaking with CSOs about the possibility of developing a small grant to support CMS reporting.

Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)

July 2016 Monthly Activities Report

ATTACHMENT A: 30-60-90 DAY CHART, YEAR I

| Legal Professional Development and Anti-Corruption Program in Liberia (LPAC) | | | |
|--|-----------------|-----|-----|
| 30-60-90 Day Activity Projection Chart Based on the July 2016 Monthly Report | | | |
| Component A: Strengthening Legal Professional Development Institutions in Liberia | Future Activity | | |
| Component A.1: Sustainable James A.A. Pierre Judicial Institute (JI) | Jul | Aug | Sep |
| A.1.a: The JI's financial and administrative management systems conform to international good practice standards | | | |
| HICD assessment | Completed | | |
| Training on technology | On-going | | |
| Training calendar | 15% | 45% | 75% |
| Training catalog | On-going | | |
| Staff capacity building | On-going | | |
| ICT assessment and procurement | 60% | 75% | 90% |
| A.1.b: The JI is able to effectively and efficiently develop professional courses and reference materials in new subject areas and provide these course offerings to justice sector actors. | | | |
| Training needs assessment | Completed | | |
| Training of trainer's program (TOT) | Completed | | |
| Advanced faculty handbook | Completed | | |
| TOT workshop | Completed | | |
| Adult education handbook | Completed | | |
| Workshop on best practices in adult education | Completed | | |
| Individual mentoring | On-going | | |
| TOT expansion | On-going | | |
| Training materials developed | On-going | | |
| Institute Information Center - Judicial Reference Sets | N/A | N/A | N/A |
| A.1.c: The JI is able to continue ongoing trainings of judicial actors and is able to fund, organize and implement complex trainings in and outside of Monrovia on its own. | | | |
| Professional Magistrates Training Program | 25% | 25% | 50% |
| Working group established | On-going | | |
| Identification of partners/donors to ensure coordination | On-going | | |
| Quarterly Judicial Training Program | 25% | 25% | 25% |
| Other Training Programs | On-going | | |
| A.1.d: The JI has an M&E team that is well trained, well equipped and capable of conducting field work to evaluate the effectiveness of JI training programs, conducting research related to issues raised in judicial quarterly reports, and investigating causes of poor performance within the judiciary. | | | |
| Establishment of M&E Team | Completed | | |
| Court Observation - Baseline | 10% | 25% | 45% |

Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)

July 2016 Monthly Activities Report

| | | | |
|--|-----------|-----|-----|
| A.1.e: JI enabling legislation is passed that authorizes the JI to engage in the full range of activities projected in the JI's 2012-2017 Strategic Plan. | | | |
| Legislative Drafting | N/A | N/A | N/A |
| COMPONENT A2 – SUPPORT TO THE LOUIS A.A. GRIMES LAW SCHOOL | | | |
| A.2.a: The Law School's financial and administrative management systems conform to international good practice standards. | | | |
| HICD assessment | Completed | | |
| Assistance in procurement of repairs and refurbishment | Completed | | |
| Staff capacity building | 30% | | |
| ICT Assessment and Procurement | 40% | | |
| A.2.b: The Law School is able to effectively conduct outreach and fundraising activities to generate a consistent stream of funding for Law School program and activities. | | | |
| Fundraising and outreach plan | N/A | | |
| Fundraising and outreach coordinator | 10% | | |
| Alumni association organized and active | N/A | | |
| A.2.c: The Law School has developed an action plan for the establishment of a public service scholarship endowment to provide scholarships in perpetuity without utilization of annual budget funds. | | | |
| Public service scholarships | On-going | | |
| A.2.d: The Law School fully implements curriculum reform and establishes a clinical legal education program. | | | |
| Curriculum and legal clinic assessment and action plan | 10% | | |
| Plan for implementation of new curriculum | 15% | | |
| A.2.e: Legal scholarship at the Law School is enhanced through consistent publication of the law journal and newsletter, and through faculty textbook writing program. | | | |
| Legal writing workshops | Completed | | |
| Law journal | 80% | | |
| Increase faculty development | 15% | | |
| Training in research and writing | 30% | | |
| Newsletter development | 85% | | |
| A.2.f: The Law School is able to provide legal service to the University of Liberia through a legal department that does not rely on faculty who are teaching courses. | | | |
| Move legal counsel from law building | N/A | N/A | N/A |
| COMPONENT A3 – SUPPORT TO LIBERIA LEGAL INFORMATION INSTITUTE (LiberLII) | | | |
| A.3.a: LiberLII's financial, administrative, and management systems conform to international good practice standards. | | | |
| HICD assessment | Completed | | |
| Staff capacity building | On-going | | |
| A.3.b: LiberLII is able to effectively conduct outreach and funding activities to generate a consistent stream of funding to support its efforts to make all of Liberia's laws and regulations readily accessible to the public. | | | |
| Workshops developed | N/A | N/A | N/A |
| Marketing/fundraising coordinator | Completed | | |
| Marketing and fundraising plan | Completed | | |

Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)

July 2016 Monthly Activities Report

| | | | |
|---|-----------------------|-----------|------|
| A.3.c: LiberLII has a staff capable of engaging in all aspects of document collection, digitizing and web publishing, to include the technical know-how to administer the LiberLII website. | | | |
| Initial IT assessment support | Completed | | |
| Bridge grant | Completed | | |
| Development of stakeholder support | Completed | | |
| ICT assessment and procurement | 45% | 50% | 75% |
| Improved awareness of LiberLII | N/A | N/A | N/A |
| Improved capacity to produce materials in electronic format - training | N/A | N/A | N/A |
| COMPONENT A4 – SUPPORT TO THE LIBERIAN NATIONAL BAR ASSOCIATION (LNBA) | | | |
| A.4.a: LNBA's financial and administrative management systems conform to international good practice standards | | | |
| HICD assessment | Completed | | |
| Staff capacity building | On-going | | |
| A.4.b: LNBA is able to effectively conduct outreach and fundraising activities to generate a constant stream of funding to support its operations, quarterly assemblies, professional development activities, and public outreach and service programs. | | | |
| Fundraising and outreach plan | 0% | 0% | 50% |
| Fundraising and outreach coordinator | 50% | 100% | 100% |
| A.4.c: LNBA is able to effectively and efficiently develop Continuing Legal Education courses and reference materials for a broad range of subject areas to promote the professional development of its members. | | | |
| Market study for CLE | 40% | 75% | 100% |
| Development of CLE courses | 10% | 10% | 25% |
| Regulatory Framework for mandatory CLE | 10% | 30% | 45% |
| Mandatory CLE certification program | 10% | 30% | 45% |
| A.4.d: LNBA is able to effectively and efficiently implement a Pro Bono program that delivers quality services to the low income population. | | | |
| Present pro bono program for consideration by LNBA | Completed | | |
| Implement a sustainable pro bono program | 45% | 60% | 75% |
| COMPONENT B: SUPPORT TO THE LIBERIA ANTI-CORRUPTION COMMISSION | | | |
| B.1: LACC's organizational structure, systems and resources conform to international standards and support its mandate. | | | |
| Draft and sign initial MOC | 100% | Completed | |
| Implement HICD | 10% | 30% | 80% |
| Develop CBP and get approval by USAID and LACC | Pending LACC approval | | |
| Support implementation of the CBP | Pending LACC approval | | |
| Monitor the CBP implementation | N/A | N/A | N/A |
| ICT assessment | Completed | | |
| ICT procurement | N/A | 40% | 75% |
| Staff capacity building | On-going | | |

Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)

July 2016 Monthly Activities Report

| | | | |
|---|-----------|-----------|-----|
| B.2: LACC Investigation Unit conducts investigations that conform to international standards, and that contribute to the development of corruption case prosecutions that result in convictions | | | |
| Assess investigation capacity and investigators skills | Completed | | |
| Develop draft Investigation Capacity Building Plan (I-CBP) | Completed | | |
| Implement I-CBP (training and mentoring) | On-going | | |
| Develop intelligence and analysis competences (MANUAL DEVELOPED AND SUBMITTED TO LACC's BOC FOR APPROVAL) | 40% | 55% | 75% |
| Develop and implemented security procedures to shield investigations (MANUAL DEVELOPED AND SUBMITTED TO BOC FOR APPROVAL) | 50% | Completed | |
| Start the process of creating conditions for LACC to join and get access the Interpol Global Focal Point Platform | 5% | 5% | 10% |
| Develop and implement procedures for information exchange with other law enforcement agencies through MOCs | On-going | | |
| Develop and implement guidelines and SOPs for investigating corruption | On-going | | |
| Establish legal drafting team to review and draft legislation to enable LACC to effectively investigate and prosecute corruption | On-going | | |
| Assess and prioritize legislative changes | On-going | | |
| Facilitate developing legislation enabling investigation and prosecution of corruption | 15% | 15% | 15% |
| Mobilize stakeholder support and conduct negotiations to support legislative changes | On-going | | |
| B.3: LACC and MOJ have well-trained and coordinated prosecutorial teams capable of developing and arguing strong corruption cases that lead to convictions on corruption charges. | | | |
| Facilitate negotiations and then development of draft MOC between LACC and MOJ to foster collaboration | 25% | 25% | 25% |
| Draft policies and SOPs for MOJ and LACC collaboration during investigation | 25% | 25% | 25% |
| Assess the skills and capacity of the LACC and MOJ prosecutors assigned to work on LACC cases | On-going | | |
| Design Prosecution Capacity Building Program (P-CBP) | On-going | | |
| Implement P-CBP (training and mentoring) | 25% | 25% | 25% |
| Develop a Prosecutor's Manual and SOPs | 25% | 30% | 50% |
| Encourage networking between investigators, prosecutors, MOJ and Courts through MOC | On-going | | |
| Establish asset tracing, forfeiture and confiscation in corruption cases | | 15% | 15% |
| Identify GOL institutions with important links to LACC and facilitate drafting MOCs to strengthen cooperation | 15% | 15% | 25% |
| Strengthen coordination between enforcement agencies | On-going | | |
| B.4: The LACC has an effective public education and outreach program that provides information and support to citizens, CSOs, and business organizations in the private sector fight against corruption. | | | |
| Review LACC Communication Strategy and assess LACC staff communication skills | 10% | 10% | 25% |
| Build LACC staff communication skills through training and mentoring | On-going | | |
| Identify CSOs capable to implement anticorruption initiative and define priorities for the LPAC's Small Grants Program (SGP) | 10% | 20% | 40% |
| Develop and announce 1st round of SGP, evaluate proposals and make awards | 10% | 15% | 25% |
| Monitor implementation and provide support to SGP grantees | 10% | 15% | 25% |
| Mobilize SGP grantees and other CSOs into Civil Society Anti-Corruption Network | 10% | 15% | 25% |
| Assess needs and demand for the LACC website and ICT features (Facebook, Twitter, etc.) | N/A | N/A | N/A |
| Develop the concept and the structure of the website and ICT | N/A | 10% | 10% |
| Develop the website and ICT | N/A | 10% | 10% |
| Train LACC staff to maintaining and updating the website and ICT | N/A | N/A | N/A |
| Assess capacity and practices of LACC in collecting and processing citizen complaints | 5% | 5% | 5% |
| Design complaint management system (CMS) concept, start developing policies, a manual and SOPs | 5% | 5% | 5% |

Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)

July 2016 Monthly Activities Report

| B.5: The LACC is able to exercise its anti-corruption leadership role, and to work effectively with the legislature and other integrity agencies to develop and implement effective anticorruption strategies, policies, programs and laws. | | | |
|--|----------|-----|-----|
| Assess LACC institutional and human capacity to implement its corruption prevention functions | On-going | | |
| Develop draft Corruption Prevention Capacity Building program | 25% | 40% | 80% |
| Implement Corruption Prevention Capacity Building program | 90% | 90% | 90% |
| Assist with the development of LACC Corruption Prevention activity plan | 15% | 25% | 40% |
| Introduce LACC leadership and staff to Vulnerability to Corruption Assessment (VCA) | N/A | N/A | N/A |
| Adapt VCA to Liberia context | N/A | N/A | N/A |
| Conduct meetings between LACC and NACSC members to build consensus on the Committee mandate | N/A | N/A | N/A |
| Assist LACC with drafting NACSC mandate, composition, roles, responsibilities, authorities, and procedures | N/A | N/A | N/A |
| Establish a Working Group to draft the national strategy and the plan | N/A | N/A | N/A |
| Conduct meeting of LACC with NIF and AAs on strengthen cooperation and joint actions (Note: NIF's funding ended on May 31, 2016). | N/A | N/A | N/A |
| Assist NIF with developing their Strategy for NIF and an Action plan (Note: NIF's funding ended on May 31, 2016). | N/A | N/A | N/A |
| Announces Small Grants Program (SGP) for NIF members, evaluate proposals and make award | N/A | 10% | 25% |
| Monitor implementation and provide support to SGP grantees | N/A | N/A | N/A |
| Draft the description for LACC Legislature Communication Officer (LCO) position | N/A | N/A | N/A |
| Assign and train LACC staff member for the LCO position | N/A | N/A | N/A |
| Support LCO in implementing her/his functions | N/A | N/A | N/A |
| Prioritize legislative gaps hindering the LACC implementing its mandate | On-going | | |
| Review legislation and drafts to ensure that it conforms to international standards and is aligned with Liberian law | On-going | | |
| Assist the LACC in engaging stakeholders in discussion around the legislation | On-going | | |